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UNIVERSITY of the  
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# The International Deans Course Africa and Southeast Asia (IDC) – a brief overview

# Background for the IDC

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- Many if not most university deans are not properly prepared for taking over their job as dean. The same is true for heads of departments
- Very profound changes in higher education with respect to university governance, strategic management etc.
- Fundamental transformation of the world

# Short-term objective

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- Provide for an opportunity for new deans
  - to reflect on their role
  - To discuss the challenges
  - To acquire some of the skills needed
  - to learn about challenges in other countries

# Long-term objectives

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- Strengthen faculty management
- Strengthen those who move towards other leadership functions within universities
- Support the growth of strong higher education policies
- Strengthen their capacity to provide high quality teaching, research and community service
- Strengthen universities to have a regional impact
- Strengthen links of individuals and universities in Africa, Asia and Latin America with German institutions

# Methods

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- Mix of methods: lectures, discussions, peer consulting, case studies
- Three meetings in order to facilitate deepening of learning
- Relationships and trust as basis of learning about leadership
- Project action plans as key idea to connect meetings and ensure the development of skills

# Lessons learnt

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- Institutional cooperation to run the program very valuable
- Long-term collaboration important to allow for institutional learning
- Selection criteria at the centre of important debates
- “Personal action plan” versus “project action plans” as a symbolic problem
- Replication activities very valuable
- Institutionalization of higher education management expertise helpful

# Open questions

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- How can the need to have more training for deans be systematically addressed?
- Should the IDC be expanded to address the level of rectors/vice rectors, vice chancellor or deputy vice chancellor?
- How can those who offer training work (more effectively) together?